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| Text  Description automatically generated  **Issue 05: May 2021**  ***Across the Midlands Region*** |
| Introduction |
| Our first UK lockdown started in March 2020 and now almost 14 months on some restrictions remain.  April saw the welcome start of a return to ‘normal’ life for some with the lifting of restrictions of non-essential shops reopening, personal care premises taking bookings and hospitality starting to open with us being able to meet loved ones outside.  We are grateful that the UK has now officially moved into a new phase of the Covid-19 disease where it becomes an endemic; cases are dropping in the UK however the coronavirus pandemic continues around the world.    As we look towards some kind of normal for us all we are working with our stakeholders to support in the recovery and restoration of all of our [#OurNHSPeople](https://twitter.com/hashtag/OurNHSPeople?src=hashtag_click) and we are continuing to deliver delivering The People Plan.    There is still time to sign up to our stakeholder listening events which are taking place in May 2021; these events will run for two hours and are being facilitated by NHS Elect ([www.nhselect.nhs.uk](https://www.nhselect.nhs.uk/)) who will help us in our discussions during the sessions and also help to capture your reflections.    The events are on the following dates, please click on the link to register your attendance:    Tuesday 11th May – 2pm till 4pm [click here to book](https://midlands.leadershipacademy.nhs.uk/event/stakeholder-listening-events-2021/)  Wednesday 19th May – 2pm till 4pm [click here to book](https://midlands.leadershipacademy.nhs.uk/event/stakeholder-listening-events-2021-2/)  Tuesday 25th May – 2pm till 4pm [click here to book](https://midlands.leadershipacademy.nhs.uk/event/stakeholder-listening-events-2021-3/)    Following these events our team will be working on our next phase of delivery to support your needs; keep checking back at our [website](https://midlands.leadershipacademy.nhs.uk/events/) for up and coming events in 2021/22.    As ever, your feedback is important to us – if there is something you would like to discuss or that you feel we should include in our newsletter please [get in touch with the team](mailto:midlands@leadershipacademy.nhs.uk?subject=Monthly%20E-newsletter) get in touch with the team and share your views.   |  | | --- | | Our Annual Review 20/21 |   We are really excited to announce that our annual review will be published on **May 7th.**  A picture containing text, person  Description automatically generatedIt will document our first year as the Midlands Leadership and Lifelong Learning Team (merged from the East and West Midlands Leadership academies) and how we have pushed to create learning opportunities for Midlands NHS staff despite the Covid-19 pandemic devastating our families, friends, the NHS, and the world.  We can’t wait for you to read it so please look out for our email on the 7th.   |  | | --- | | Coaching and Mentoring |   **Appreciative Inquiry**  Through her work on a range of different elements of our Midlands leadership learning offer, Emma Coller from Growth Pod has had great success in facilitating the development of the leadership skills and behaviours needed for positive change. Here she shares her insights on the appreciative inquiry process and how it works:  Positive change is our ability to move toward what is positive and possible, to look forward with a growth mindset, flourish by leaning into change and be able to positively navigate the natural ups and downs that life and work throws at us.  There are many tools that we can use to help us facilitate this process which moves us positively through change, toward possibilities and away from problems.  One such tool, which we have used widely across our leadership development work in the Midlands, is appreciative inquiry.  Appreciative inquiry can be used in many different contexts, from projects to meetings and as we have been teaching in the *Midlands LLL* mentoring for leader’s programme, in coaching and mentoring.  Let’s explore how this 6D model works.    The first step sees us ***define*** a topic for discovery which is the starting point for moving us from problem thinking to generating possibilities. Our brain is wired to look for problems, so we naturally start from this lens. We might say, we have low morale in our workplace, we would then flip it to a possibility by reframing the problem from low morale to higher morale. We then chose a positive intent statement by framing it, which might look something like, we want teams that are thriving. This becomes the defined statement, our first D.  We then move to ***discovery***. Here we look for what gives life to the system. We search and explore all the positives that relate to our framed statement. This starts the processes with positivity. We often forget to look for what went well but when we intentionally looking, we find it.  Our third D is the ***dreaming*** phase. Here we focus on what we want when at its best. We need to give full permission to be creative and innovative here. Dream big. In our example, what would team look, feel, and behave like when they were thriving, how would it impact on colleagues, customers and our business may be a few questions you could explore.  The next D allows us to ***design*** the architecture that will move us into making the dream a reality. Using our example, if we want teams that thrive, we then move to questions focused on, how do we create it in reality. We may develop ideas around team building, building psychological safety, providing training on well-being and resilience, inclusion training, coaching or mentoring.  Then we move on to ***destiny,*** this D focuses on how we will action the design. This stage helps us to explore what we will do, who will take responsibility and how we will go about it. It’s like the road map.  Finally, we ***drum***. If we want to realize our dream we drum to keep momentum going, drum up motivation, action, implementation, evaluation. If we want to see sustained change, drumming is vital. |
| Primary Care |
| **Workstream Evaluation**  Philip Masuwa, Primary Care Programme Senior Manager, has create a document which reflects solely on the programmes for Primary Care produced in 20/21.  This paper shows the evaluation of Midlands Primary Care Leadership Programme from the perspective of key stakeholders (General Practitioners, Clinical Directors, General Practice Nurses, Practice Managers, programme and practice colleagues etc).  To read the full paper, [please follow this link to our website.](https://midlands.leadershipacademy.nhs.uk/resources/primary-care-resources/)  **Primary Care Offers**  As we move out of the Covid-19 pandemic, we want to encourage the recovery and restoration of our Primary Care staff and therefore have many offers focusing on this including, wellbeing workshops, coaching and a resilient leadership masterclass. [Read more about our Primary Care offers >>](https://midlands.leadershipacademy.nhs.uk/events/category/primary-care/) |
| Upcoming offers and programmes |
| |  |  |  |  |  | | --- | --- | --- | --- | --- | |  |  |  | | | | Mentoring Skills for Senior Leaders |  | Leadership & Change – Resilient System & Collective Leadership Workshop | | | | The Midlands Leadership and Lifelong Learning team, in partnership with the Midlands Talent Management team are delighted to deliver this webinar series providing high quality mentoring skills development to senior leaders across health and care in the Midlands.  This three date webinar series is designed to provide individuals with the skills, insight and confidence to offer an exceptional mentoring experience to potential mentees to support their leadership and career growth.  [Cohort 10 – 4 May, 14.00-16.30](https://midlands.leadershipacademy.nhs.uk/event/mentoring-skills-development-programme-for-senior-leaders-cohort-10/)  [Cohort 12 – 18 May, 17.00-19.30](https://midlands.leadershipacademy.nhs.uk/event/mentoring-skills-development-programme-for-senior-leaders-cohort-12/)  [Cohort 13 – 26 May, 10.00-12.30](https://midlands.leadershipacademy.nhs.uk/event/mentoring-skills-development-programme-for-senior-leaders-cohort-13/) |  | This is a specialist 2-hour workshop that is aimed at any member of the multi-disciplinary team working in a Primary Care practice or PCN setting.  The workshop is a short session designed to support those in primary care to understand how to be more effective change agents, communicators and leaders. Evidence-based and well tested practical tools, techniques and resources will be shared to support day to day practice. Please click on the link for more information.  [Leadership and Change workshop – 4 May](https://midlands.leadershipacademy.nhs.uk/event/leadership-change-resilient-system-collective-leadership-workshop/) | | | |  |  |  | | | |  | | |  |  | | Primary Care – Living Well Workshop: Growing Collective Well-being | | |  | Where do we go with race equality Now in 2021? | | Well-being is consciously understanding the impact the natural highs and lows of life have on our ability to be well and to be armed with the skills to navigate them positively.  This 2-hour virtual workshop will break down the definition of well-being, arming each delegate with the essential information required to understand and then proactively and positively build well-being habits and systems.  [Cohort 1: 10 May, 14:00-16:00](https://midlands.leadershipacademy.nhs.uk/event/primary-care-living-well-workshop-growing-collective-well-being/)  [Cohort 2: 12 May, 17:00-19:00](https://midlands.leadershipacademy.nhs.uk/event/primary-care-living-well-workshop-growing-collective-well-being-2/) | | |  | This online event is looking at race equality and where we go from here, the first half of the event will look at where major organisations in the UK are in respect of race equality followed by what evidence-based solutions there are to help make a real difference.  [14 May, 9:30 - 5:00](https://midlands.leadershipacademy.nhs.uk/event/where-do-we-go-with-race-equality-now-in-2021/) | |
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| Equality, diversity and inclusion |
| **Celebrating Equality, Diversity and Inclusion**  The end of March 2021 saw us delivering three extremely important events in terms of equality, diversity, and inclusion. We’ve pulled together a summary of each event and post event publications will be posted on our website on the EDI resources page as soon as available, so keep an eye out for those.  **Inspiring Women in Leadership and Men as Allies**    **Chairs:**   * **Jagtar Singh** (Chair, Coventry & Warwickshire NHS Trust) * **Dr** **Clare Price-Dowd** (Head of Midlands Leadership & Lifelong Learning)   **Speakers:**   * **Prerana Issar** (NHS Chief People Officer, NHS England and NHS Improvement) * **Rebecca Bryant**, (Chief Fire Officer at Staffordshire Fire & Rescue Service) * **Dr Nikita Kanani** MBE, (Medical Director for Primary Care, NHS England and NHS Improvement) * **Samantha Allen** MBA, CCMI, Cmgr, (Chief Executive of Sussex Partnership NHS Foundation Trust) * **Simon Gilby**, (Chief Executive, Coventry & Warwickshire NHS Trust) * **Jacqueline Davies** (NHS Director of Leadership & Lifelong Learning)   The event, attended by over 150 people, enabled each speaker to relay a powerful story with truth, skill and humor. Offering the attendees practical skills and advice, not forgetting what lessons had been learned from their own experiences along the way. The opportunity for the audience to also ask questions created a truly informative and educational experience. It has also looked at the very important role men can play as valuable allies in the workplace in the support and progression of women.  The comments and feedback were fantastic.  Diagram, text  Description automatically generated  **Making staff networks work for me, my team and my organisation**    **Chairs**:   * **Jagtar Singh** (Chair, Coventry & Warwickshire NHS Trust) * **Dr Clare Price-Dowd** (Head of Midlands Leadership & Lifelong Learning)     **Speakers:**   * **Kuvy Seenan** (Head of Equality and Inclusion at NHS England and Improvement Midlands) * **Dr Anil Jain** MB BS, MD, FRCR, PG Dip (Medical Law) (Consultant Radiologist, BMA Council Member, UK Consultant Committee Executive Member, BMA Equality, Diversity, and Inclusion Advisory Group Member) * **Andrew Mould (**Chair, Disability and Long-Term Conditions Staff Network, Sandwell & West Birmingham NHS Trust) * **Jo Harfleet** (Kent Fire & Rescue Service & AFSA Communication Lead) * **Shajeda Ahmed** (Director of People, OD and Inclusion, North Staffordshire Combined Healthcare)   This event, equally well attended, looked at different aspects of starting up a staff network, sustaining the network and further developing the network in providing a powerful role that networks can play in terms of supporting the organisation and their staff to provide a safe place for many voices to be heard. With five truly inspirational speakers they gave us the knowledge, insights and stories of the journeys they have been on.  Comments from the event:  Text  Description automatically generated  **Religious Literacy, Chaplaincy, Culture: Elements of Multiplicity in the Workplace**  **Chairs:**   * **Jagtar Singh** (Chair, Coventry & Warwickshire NHS Trust) * **Dr** **Clare Price-Dowd** (Head of Midlands Leadership & Lifelong Learning)   **Speakers:**   * **Nicky Green** (Legal Director, Capsticks Solicitor) * **Dr Yingfei Heliott** (University of Surrey) * **Reverend Paul Nash** (Chaplain, Birmingham Children’s Hospital) * **Lindsay Van Dijk** (Chair of the Non-Religious Pastoral Support Network) * **Rev John Butcher** (West Midlands Police Force)   The afternoon brought together a skilled and knowledgeable range of speakers from different organisations to bring their insights and experience in working at this often under-represented and valuable group, not only within the NHS but from other professional organisations such as the West Midlands Police Force. The opportunities for a lively debate and expert advice all came together to make the event a success for all, fuelling the desire for further such events.  Text  Description automatically generated  **Monthly Lunch and Learn Sessions**  Keep checking out our website for full details of our monthly lunch and learn sessions where you can register for attendance. This month, in May, we are giving you the chance to meet our Midlands  **Freedom to speak up Guardians** who provide a valuable service to the NHS Staff across the region.  Timeline  Description automatically generated  If you would like more information or an informal chat, please contact the Midlands Guardians at [england.speakupmid@nhs.net](mailto:england.speakupmid@nhs.net) (or directly [Nick Hodgetts](mailto:nicholas.hodgetts@nhs.net), [Ruth Washbrook](mailto:ruth.washbrook@nhs.net) or [Mary Idowu](mailto:maryidowu@nhs.net).)  **Join us for another event – Friday 14th May 2021**  **Where do we go with race equality Now in 2021?**  This online event is looking at race equality and where we go from here, the first half of the event will look at where major organisations in the UK are in respect of race equality followed by what evidence-based solutions there are to help make a real difference.  Supported by a diverse range of speakers from the NHS, the Fire & Rescue Service, Police, Ambulance and local government all of whom are keen to share knowledge and to progress the issues on race equality.  Places for this event are funded for health and care staff so register on our [website.](https://midlands.leadershipacademy.nhs.uk/event/where-do-we-go-with-race-equality-now-in-2021/) |
| Talent management |
| **Midlands Talent Management Team Update**  **Inclusive Recruitment Case Studies - NHS Employers Report**  We thought it would be useful to share a recent Inclusive Recruitment and Promotion Practices Case Study produced by NHS Employers on behalf of NHSEI. It includes numerous case studies from NHS and non NHS organisations showcasing innovation in inclusive talent management practice and the impact of these approaches.    You can review this resource here [https://www.nhsemployers.org/case-studies-and-resources/2021/04/inclusive-recruitment-leading-positive-change](https://scanner.topsec.com/?d=66&u=https%3A%2F%2Fwww.nhsemployers.org%2Fcase-studies-and-resources%2F2021%2F04%2Finclusive-recruitment-leading-positive-change&t=83e7b4391b284ad056a04a24354667a98e3e2950&r=show)    If you have any queries, please do not hesitate to contact us at [aspire.togethermidlands@nhs.net](mailto:aspire.togethermidlands@nhs.net)  **Save the date: Midlands Talent Management Community of Practice**  Our next Community of Practice session; open to all talent leads and practitioners in the Midlands, will take place on 16th June 2021, 13:00-16:00. We are currently designing the session in coproduction with current Community of Practice members and look forward to seeing all of you then. More details to follow on our events page. If you would like to be added to the mailing list to receive updates and further information, please email us at  [aspire.togethermidlands@nhs.net](mailto:aspire.togethermidlands@nhs.net) |
| Developing our Team |
| This month, all of our team will be having their annual review and talent conversation. The words ‘Appraisal’ and ‘Performance Review’ as they are often called can seems to strike negative notes but in the Midlands LLL team we see this as a really positive part of the year for a number of reasons.  Firstly, it gives us a formal chance to look back at the last year and look forward to the new. We use the time to celebrate and acknowledge successes, look for learning and the think about how we ensure everyone is given access to the support and development they need in order to be successful and ensuring pour team have access to the development they need is critical to us being able to fulfil our team purpose effectively.  Secondly it gives us a great opportunity to talk to all of our team about their careers, their aspirations and to help them plan how they will get there. Our talent team have resources for talent conversation on the website at:  <https://midlands.leadershipacademy.nhs.uk/our-offers/midlands-talent-team/our-talent-team-offer/>  Head of Midlands Leadership Academy, Dr Clare Price-Dowd, said this:  A person smiling for the camera  Description automatically generated with low confidence”Whilst losing team members is sad, I’m also really pleased when I see people develop and then take on new and stretching roles. This last month one of our team took a role on the research team at Nottingham University hospital; another has gone on a secondment at a higher band on another regional team whilst another is on a year-long secondment into a region wide post. I’m delighted for them. These also give opportunities for others so it’s a win-win.  I see developing the talent we have in the team as a key part of my personal leadership role. Too often I have witnessed people not having access to the stretch they need, or leaders getting their development but not cascading or supporting access to development for other members of the team. We need to positively role model a mind-set that thinks in terms of creating talent pipelines, creating skills opportunities, mentoring others and creating opportunities for growth. This should be part of what we do. This is one of the main reasons we, in the Midlands Leadership and Lifelong Learning team hope this year to still be able to provide our offers at no cost to the individual or organisation where at all possible - scarce funds should not be a barrier to leadership development where we can help it.”  The secondments we support have created a knock-on effect of opportunity for team stretch, here is Lizzy Stillibrand talking about the stretch opportunity she has just taken up, acting into the senior systems role.    ***Lizzy, you have been with the Leadership Academy for a few years now, people can read your profile on the*** [***website***](https://midlands.leadershipacademy.nhs.uk/about-us/our-team/) ***so what prompted you to take on a new challenge within the Midlands Leadership and Lifelong Learning team?***    A picture containing person  Description automatically generatedIt feels surreal to me that I am entering my 5th year at the Leadership Academy – almost half of my NHS career!  It has absolutely flown by and in that time I have done so many different things, but what has always been there is thinking through a systems lens and the curiosity to learn more.    I get my energy from building relationships with those who our work impacts, learning from and with them to make sure that our work is up to date and making a positive difference.  The Systems Leadership Development Senior Manager was an ideal opportunity for me to challenge myself to move more fully into that space, having originally joined the Academy to help with the development of STPs this seemed like the time to build on the learning from that, in a new environment and wider context.  I have thoroughly enjoyed supporting the Graduate Management Training Scheme for the past year and helping with the formation of the Midlands Leadership Academy so feel very fortunate to take on a new challenge whilst still being part of such a great team.    ***A picture containing connector  Description automatically generated***  ***Here in the Midlands region, we have more systems than any other region, twice as many as some. What do you hope to achieve this year in terms of supporting the development of leaders in our many systems***    This year I hope to get to know more about the 11 systems across the region, the work they are already doing in supporting their leaders to work effectively across the system and understand where our expert support will add the most value.  I see the Systems Leadership Development Senior Manager as a fantastic opportunity to share learning across the 11 systems in how they are approaching the challenge of formally establishing themselves as an Integrated Care System, specifically looking at how they are addressing their leadership challenges – and the new ones inherent in working in this ever evolving way.  By getting to know the fantastic work that is already happening, I will be able to work with my colleagues in the Midlands Leadership Academy and wider in supporting the shift of leadership behaviours through specific and targeted interventions.  I see a real opportunity to play a role in “joining the dots” across NHS England and Improvement, Health Education England and wider in the Midlands to ensure we are all drawing on our strengths in providing the support all 11 ICSs need; tailoring it to the work they are already doing, the specific population challenges and local diversity.    In short, I am really looking forward to building relationships with our 11 systems and working together to co-design and co-produce interventions that will support the ICS development and the leadership cultures we have across the Midlands, specifically looking at where my colleagues and I can add the most value and have the biggest impact on our staff and patients.    ***A picture containing connector  Description automatically generated***  ***Now we are hopefully coming out of the Covid-19 pandemic, what do you think are going to be the biggest challenges for leaders in systems and what types of development do you expect to be supporting them with?***    The Covid-19 pandemic has taught us so much about leadership and specifically leadership for wellbeing – the importance of the conversations and interactions we have with everyone we come into contact with.  As we move out of the pandemic and look towards recovery, this is going to be as important if not more so than the last year.  I think our leaders will need to keep some of the momentum and freedom to work across boundaries, whilst fundamentally reshaping how we lead – this is no easy task!    I expect that our development offers will shift to recognise this; work will be place based rather than constrained by traditional boundaries.  I also imagine I will be working with more people from the wider health and care sector, rather than just NHS staff (as perhaps we have done more of historically).    I also think there is a real opportunity to bring people together around problems, taking a true co-design approach and being flexible to the population health needs in how we deliver care…and ultimately how our leaders lead.  We have already started to see a shift in how we practically organise our development offers and this is bound to continue – more use of virtual platforms, more human conversations and real focus on the how as well as the what.    ***A picture containing connector  Description automatically generated***  ***This is going to be an intensive year for you, how are you going to look after yourself?***    This is a topic that is really important to me – especially around how we cultivate mental wellbeing and give it equal importance to our physical health.  With the move to working from home it is essential for me that I get away from the screen and get outside; I have lots of plans for the garden that will help with that over the next year as well as living close to the Peak District so will be taking the opportunity to continue exploring with my dog!    My answer to this question has shifted a lot in the last year, the pandemic has really brought home to me that I am nowhere near as extroverted as I thought I was and I now jealously guard my time alone.  I love reading (which also feeds my innate curiosity and desire to learn), decorating, cooking and trying new recipes.  I also find time with the people in my life who are important to me is essential to keep me energized and positive so will hopefully be able to combine some of those and spend some quality time with them cooking and eating great food.    I will plan to keep up some of the habits I’ve cultivated this year – journaling, building time into my work day to reflect and absorb information as well as making sure I have time set aside to connect with my colleagues – and am really looking forward to picking up some old ones; especially swimming and fencing which haven’t been available for a while. |
| **Health & well-being** |
| ***“Do not listen with the intent to reply. But listen with the intent to understand”***  **Stephen R. Covey.**  So often we’re drawn to “fix” rather than really listen and understand what someone is telling us. We’ve all experienced the COVID-19 pandemic but we will have had our own unique journey. Let’s be kind to one another (and ourselves) and really listen when someone speaks up about their personal experience.  This month we have a Mental Health Awareness Week (13th – 20th May 2021). For further information: [Get involved this Mental Health Awareness Week! | Mental Health Foundation](https://www.mentalhealth.org.uk/campaigns/mental-health-awareness-week/get-involved). There is also a focus on walking as a way to improve your physical and mental health. For further information on how you can improve your physical and mental health visit: [National Walking Month | Living Streets](https://www.livingstreets.org.uk/get-involved/campaign-with-us/national-walking-month) |
| **The Leadership Learning Zone** |
| The Leadership Learning Zone (LLZ) has been developed in the Midlands to provide organisations and individuals with a tool that will enable learning, enhance understanding and embed vital skills and knowledge that we hope will contribute to the physical and psychological well-being of our people. Access to LLZ is free of charge for all NHS staff and can be accessed via the following link: <https://leadershipnhs.uk/>  LLZ features a suite of 22 leadership learning modules including An Introduction to leadership, Coaching, Talent Management, Equality and Diversity, System Leadership, Resilience, Unconscious Bias and more. To date over 3,700 individual e-learning modules have been successfully completed by NHS staff in the region and beyond.  As well as the primary Leadership Learning Zone portal, dedicated “cloned” portals have also been created for a number of NHS Trust organisations. The system also has the ability to enable organisations to “clone” the site so it can be transposed to their existing website and enables the functionality of LLZ to be incorporated with existing systems so that individuals have a seamless learning experience which is branded and owned by their own organisation, rather than accessing an individual external site. The LLZ’s e-learning mode of delivery contributes to enabling attainment of mandatory training and enables the organisation to make learning available that is flexible and contemporary, at the same time releasing staff time to care. If you are interested in learning more about this, or the Leadership Learning Zone in general, please docontact [Andrew.Spears@leadershipacademy.nhs.uk](mailto:Andrew.Spears@leadershipacademy.nhs.uk)  A picture containing text, computer, computer, indoor  Description automatically generated |
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| **How we use your information**  You can read how we use information in our [Privacy Policy](https://midlands.leadershipacademy.nhs.uk/events/privacy/) which has been updated in line with the General Data Protection Regulation ("GDPR"). Any information you have provided to the NHS Midlands Leadership Academy will only be used by us, our network of NHS Leadership Academies, your organisation and providers of services and will not be disclosed unless we are obliged to or permitted by law to do so. For member organisations we record attendance information and may share these details with your organisation for reporting purposes.  We only send emails about our latest offers and relevant information on key areas such as talent management, inclusion and system leadership to enable you to book on to further offers as well as be kept up to date. You can however [Opt Out](mailto:midlands@leadershipacademy.nhs.uk?subject=Opt%20out%20of%20communications%20(please%20specify)) from email communications at any time by emailing us. We will then remove you from our mailing list. |